

Approved By:PCC Treasurer....	Classification of Paper: Not Protectively Marked
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Report to PCC	Report reference number PCC/071/16
Date of Decision 10 th October 2016	Area of County/Stakeholders affected: Essex Police Officers and Staff
Title of report :: Learning Management System (LMS) – Business Case Funding Request	
Report by Julianne Ezra	
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1. Purpose of report

- 1.1 The purpose of this report is to gain formal budget approval in financial year 2016/17 of £5,000 capital and £9,000 revenue (per force) to implement the minimal viable SAP integration (Stage 1 & 2 – see descriptions below) to the LMS system.
- 1.2 A further business case will be submitted April 2017 for full LMS/SAP integration to be delivered in financial year 2017/18.
- 1.3 **IMPORTANT NOTE:** This is a joint Kent Police & Essex Police project but for the purposes of this business case all costs quoted are PER FORCE (NB: the total cost of the LMS project will be evenly split between Kent Police and Essex Police)

2. Recommendations

- 2.1 Formal budget approval in financial year 2016/17 of £5,000 capital and £9,000 revenue (per force) to implement the minimal viable SAP integration (Stage 1 & 2 – see descriptions in Section 1) to the LMS system. Investment in Stage 1 & 2 is independent from Stage 3.

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- 2.2 The £5,000 capital expenditure will be included in the approved items section of the PCC capital programme and the £9,000 revenue cost will be absorbed within the Essex revenue budget.
- 2.3 A further business case will be submitted April 2017 for full LMS/SAP (stage 3) integration to be delivered in financial year 2017/18. Investigative work is underway to establish how Stage 3 integration will be achieved.

3. SAP-LMS integration Stages

- 3.1 There are three stages:

Stage 1 (2016/17)

- Funding to commission an automated 'Data-In' project from Learning Pool (LMS supplier) to automate the transfer of organisational data into the LMS system, ensuring the data is updated on a daily basis ensuring constant accuracy.

Stage 2 (2016/17)

- Funding to cover anticipated costs of further project to automate the updating of course completion and qualification data from LMS to the SAP system.
- Requires commissioning the supplier to complete an additional 'Data-Out' project.
- Requires contracting temporary technical resource (up to 10 days) to complete the SAP development work in time for the LMS launch.

Stage 3 (2017/18)

- Funding to cover further SAP integration work between LMS and SAP in FY17/18
- Anticipated to include temporary technical resource and additional project work commissioned from the supplier (one-off and maintenance costs).

- 3.2 All capital & revenue funding requirements for FY17/18 will be subject to review in April 2017 when a further business case will be submitted for full LMS/SAP integration to be delivered in FY17/18.

4. Background

- 4.1 Further to a Stage 1 capital proposal for LMS and SAP integration (approved 08/10/15), this Stage 2 proposal sets out the specifics of capital funding needed in financial year 2016/17 and financial year 2017/18 to successfully achieve the aims of the LMS project through SAP integration with LMS.
- 4.2 As part of the Learning and Development (Kent Police & Essex Police) Change Programme a work stream was immediately defined regarding IT capabilities within training and was identified as of high importance to the L&D function in the future due to the significant forecast benefits. In response to this, on 23rd November 2015 Learning Pool were contracted to provide a new

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Learning Management System (LMS) for delivery to all officers and staff in Kent Police and Essex Police.

- 4.3 The LMS will be multi-faceted including course and training provision, distance learning modules, course booking, qualifications and training recording and auditing, a user profiled 'log on' that will provide bespoke 'you tube style' short videos and lessons to the user. It will also enable officers, staff and pre-join constables to complete material prior to attendance of courses.
- 4.4 New Learning Management System for all officers and staff (users) across Kent Police and Essex Police and pre-join for officers and FCR, covering 64 Learning & Development courses currently running. The system will be designed to:
- Ensure all users utilise the new LMS to its full potential in order to maximise the benefits and facilitate the reduction of training delivered at the two training schools.
 - Fully engage users with the new LMS and to inspire confidence in the product and encourage self-managed learning.
 - Ensure the LMS is comparable with the latest internet technology, and is easy for customers to engage/transact with both colleges.
 - Be accessible to our users/customers 24/7.
 - Ensure the LMS can cope with multiple simultaneous use of 1900 plus users per 24 hour period (estimate based on figures supplied by NCALT MLE Digital services).
 - Ensure the LMS is fully hosted/supported by the supplier 8 hours per day, 365 days per year.

4.5 Proposal

Approval sort for £5,000 capital and £9,000 revenue as detailed below

Funding Requested		
Funding requested for Financial Year 1 – 2016/17		
Total funding requested FY16/17:	£14,000	
Activity	Funding £ (per force)	Capital/Revenue
Stage 1 integration FY16/17 – requested to be 'Approved to Spend'		
Contracting supplementary temporary resource (up to 10 days @ £1,000 per day) to complete the SAP development work in time for the LMS launch [calculated on this basis and total divided by 2 forces]	£5,000	Capital
'Data-In' one off cost: 'Data-In' project from Learning Pool (LMS supplier) to automate transfer of data <u>from SAP to the LMS system</u> , ensuring the data is updated on a daily basis.	£4,000	Revenue

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Stage 2 integration FY16/17 – requested to be ‘Approved to Spend’		
‘Data-Out’ one-off cost: Project to automate the updating of course completion and qualification data <i>from LMS to the SAP system</i> and SAP work to accept the data. Requires commissioning the supplier to complete an additional ‘Data-Out’ project.	£3,000	Revenue
Ongoing revenue costs FY16/17 (required for Stage 1 integration) – requested to be ‘Approved to Spend’		
‘Data-In’ 1 year maintenance cost to be paid before 1 April 2017: Ongoing supplier maintenance following ‘Data-In’ project from Learning Pool.	£2,000	Revenue
Total Capital requested FY16/17		
	£5,000	Capital
Total Revenue requested FY16/17		
	£9,000	Revenue
*Figures based on estimate from Stage 1 business case – subject to revised business case end of FY16/17		

- 4.6 The estimated cost of investment for Stage 3 is as follows:
- Revenue: £42,500 for further SAP integration work for LMS and SAP; this is anticipated to be additional supplier projects.
 - Capital: £42,500 for further SAP integration work for LMS and SAP; this is likely to be developer time

4.7 Funding for Stage 3 is not being requested at this time and further feasibility work is taking place to establish the potential technical options which may affect the Stage 3 estimates above.

5. Benefits of Proposal

5.1 Maximising the use of the LMS to all staff and officers and delivering learning to the point of need can increase frontline capability through better quality training courses and access to material. It can also reduce face-to-face training time required leading to reduced travel and staff abstraction from duty, thereby increase capacity on the frontline for public protection and enforcement. Visible and accessible policing as a result of a reduction in abstraction of front line services contributes towards public confidence. Furthermore, the LMS will reduce the cost of backfilling officers and staff in order that they can attend training by providing distance learning and pre-course material.

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- 5.2 Remote pre-course attendance activity will be more efficient and prevent staff being returned from courses or failing them in the early stages and having to re-attend. Expected administration savings could contribute to the overall savings requirement across Kent Police & Essex Police Learning & Development. The aforementioned can be regarded as efficiency savings, which, whilst intangible, do offer value for money for Policing in Kent and Essex. Revenue savings are also identified in the attached business case document.
- 5.3 Benefits identified as quantifiable at this stage for Essex Police are set out in the attached business case document. An overall Benefits Map has also been provided.
- 5.4 Savings

Financial Year	FY16/17	FY17/18	FY18/19
Cashable savings £	£3,607 ¹	£3,607 ²	£3,607 ³
Efficiency savings £	£23,665 ⁴	£23,665 ⁵	£206,257 ⁶
Total savings £	£27,272	£27,272	£209,864

- 5.5 The investment in 2016/17 will result in annual saving of £27,272 and the additional investment in 2017/18 of £85k will lead to savings of £182,592. This will be achieved by the introduction of the pre-employment programme in 2017/18.
- 5.6 The £182,592 is an Essex only saving in year 3; the saving will be transferred to the Essex Police officer pay budget. The success of the Pre-Employment Programme (PEP) is dependent upon the introduction of an LMS and the realisation of the associated administration time savings are dependent upon SAP integration.
- 5.7 The PEP will save Kent and Essex seven weeks of employment and reduce post join attrition rate, it will also be more efficient and effective way of identifying those not best suited to the Police.
- 5.8 The saving of the administrative post will be a one off saving and not be recurring. Efficiency savings from trainer and administration time will be recurring.

¹ £367 savings in Printing/Paper + £2,808 mileage saving + £432 mileage saving

² £367 savings in Printing/Paper + £2,808 mileage saving + £432 mileage saving

³ £367 savings in Printing/Paper + £2,808 mileage saving + £432 mileage saving

⁴ £23,665 administrative staff savings

⁵ £23,665 administrative staff savings

⁶ £23,665 of administrative staff savings + £182,592 PEP savings

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- 5.9 In addition to the financial benefits described in the table above, the following demonstrate the significant public value that will be provided through the achievement of the LMS objectives:
- **136 days per year: saved trainer time for reinvestment in new identified training needs and returning officers to normal / operational duties**, enhancing the forces' training provision, increasing staff skills and knowledge and contributing to the public protection objectives of the forces and PCC.
 - **108 days per year: saved officer time for reinvestment in operational duties** contributing to the public protection objectives of the forces and PCC.
- 5.10 In order to realise the full potential of the LMS it will need to integrate with SAP. It needs to be able to automatically draw and update data into the LMS system in relation to officers and staff, including the organisational hierarchy and line management structures. This affects the overall service quality, for example ensuring the user information is available and updated on a daily basis. This provides a seamless user experience where all the information held on SAP is also correct on a daily basis in the LMS. This is particularly important where line managers need to regularly log-in and view the training status of their teams.
- 5.11 Without this level of SAP integration the LMS system will not be fully launched on time (September / October 2016) therefore benefits will not be achieved in Year 1 as anticipated. Specifically, the quality of the user experience would be unacceptable to meet the User Acceptance Testing criteria needed for full launch. The integration could be undertaken manually in the interim in a test environment and going 'live' with a small group of users, but the system would not provide a sufficient quality of user experience for full launch to all users until the minimum level of integration is complete (Stage 1 & 2 – descriptions in Section 1).
- 5.12 The LMS integration with SAP will enable the timely and accurate data storage of training qualifications, validity and renewal dates in SAP as the system that holds the 'master' HR record, thus assisting with the audit trail for future reference and MOPI compliance. Specifically, with regard to the Pre-Employment Programme the training and evidence capture will become the basis for professional competence as a police officer which requires evidence capture for National Occupational Standards.
- 5.13 Integration will ensure that the information on officer and staff skills and qualifications held in the LMS is automatically maintained and kept up to date in SAP. This will ensure that SAP is and remains the master system for all HR data. The linking of systems to SAP, plus the re-use of data between systems, in order to retain master information in one place is in line with the forces' IT Strategy.

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5.14 There is a key efficiency aspect of this integration that will ensure automation of tasks, otherwise completed manually, to update the information across the two systems, leading to process improvements and administrative time savings, for example, a reduction in email and telephone exchange.

5.15

Milestone	Projected date	Projected spend £ (per force)	Actual spend (per force)
Commence 1 st year of Learning Management System contract with supplier	11/2015	£18,600	£18,600
First launch: FCR and Authorised Driver courses. Plus knowledge bank and video bank to limited group of users within L&D. (Includes integration Stage 1)	31/08/2016	£5,000 Capital (SAP temporary developer) £4,000 Revenue (SAP integration 'Data-In' project) £2,000 Revenue (SAP integration maintenance following 'Data-In' project to be paid before 1 April 2017)	TBC
Second launch: Basic Driver, Standard Driver & Assessment and Review Criteria (ARC) for Newly Promoted Sergeants within Leadership Training courses - launch to all users that have a need to complete these courses (includes integration Stage 2)	30/09/2016	£3,000 Revenue (SAP integration 'Data-Out' project)	TBC
Full launch: all remaining courses, knowledge bank and video courses to all remaining users	31/10/2016	Nil	TBC
Commence 2 nd year of Learning Management System contract with supplier	11/2016	£18,600 Revenue (already accounted for in L&D budget)	TBC
Commence 3 rd year of Learning Management System contract with supplier	11/2017	£18,600 Revenue (already accounted for in L&D budget) £2,000 Revenue (SAP integration maintenance following 'Data-In' project to be paid before 1 April)	TBC

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Milestone	Projected date	Projected spend £ (per force)	Actual spend (per force)
		2018) £42,500 <i>Estimated Capital</i> (Further SAP integration work for LMS and SAP - likely to be SAP developer time) £42,500 <i>Estimated Revenue</i> ('Data-In' maintenance & further SAP integration costs: likely to be one-off & maintenance)	
Total Estimated Expenditure per force		£156,800	

A further business case will be submitted April 2017 for full LMS/SAP integration projects and costs to be delivered in 2017/18.

6. Police and Crime Plan

Please refer to section 4 and benefits map appended to the attached Stage 2 business case for evidence of the contribution to the PCC objectives.

7. Police Operational Implications

Please see benefits outlined in section 5.

7. Financial Implications

Please see Proposal section 5 for financial implications.

8. Legal Implications

Further to discussion with IT services and Legal Services, no legal implications have been identified.

9. Staffing and other resource implications

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There have been no staffing or other resource implications identified for this LMS-SAP integration proposal.

10. Equality and Diversity implications

There have been no equality and diversity implications identified for this this LMS-SAP integration proposal.


11. Background papers


The Stage 2 business case set out in the Essex Police Finance department template is provided as an attachment to this report. It should be read in conjunction with the content of this report.

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Report Approval

The report will be signed off by the Chief Executive and CFO and the PCC Solicitor where legal implications arise.

Chief Executive/M.O 

Chief Financial Officer 

PCC Legal Advisor (As necessary)

Decision

I agree the recommendations to this report

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PCC/Deputy PCC

Date signed..... 14/12/16 **Location**..... Delaware

I do not agree the recommendations to this report because

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PCC/Deputy PCC

Date signed..... **Location**.....

Publication

Reasons for non-publication (*state 'None' if applicable*)

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Signed/Print name

Report for publication

YES

NO

If the report is not for publication, the Chief Executive will decide if and how the public can be informed of the decision.

